

THE
BROOKINGS
INSTITUTION

presents...

A CONFERENCE

PROGRAM *for Executives* **in the Federal Service**

The Brookings Institution is conducting a series of Conferences for top-level career executives in the Federal service. These Conferences are designed to help officials achieve a better understanding of their responsibilities and their environment and develop the capacity and skill to meet their challenges effectively. Each Conference will include lectures and seminars devoted to the problems of top-level administrators. Emphasis will be placed on the sharing of ideas and insights among men of experience and a cooperative attack on matters of common concern. The Conferences will be held on a full time basis for an extended period at a suitable location removed from normal administrative distractions. Approximately twenty Federal executives will take part in each Conference, where they will be joined by several participants from universities, private industry, labor, and other fields.



*You cannot teach a man anything;
You can only help him to find it within himself.*

Galileo

Objectives of the Conference Program

The Executive Conferences are designed to increase the competence of executives in the career service and thus improve administration in the Federal Government. The primary purposes are to help key executives *Develop approaches and attitudes for effectively meeting their administrative responsibilities;*

Broaden their understanding of department-wide and government-wide aspects of policy-making and administration;

Enlarge their knowledge of the relationships between government and society and the impact of governmental action on the nation's social and economic development.

Methods and Content

These objectives are to be achieved through conferences where groups of twenty to thirty Federal executives, scholars, and other leaders in government, business and science will come together to consider problems of common concern. The focus of their discussions will be in these three areas of primary importance to the Federal executive.

1. The Direction and Integration of Work in the Organization

Within his organization, the executive is responsible for guiding activities along productive paths. Effective leadership, planning, decision-making, and communication are vital to his success. He must understand the nature of these processes and how they can be carried on with good results in a large, public agency, where face-to-face contacts with employees and autonomy in setting goals, policies, and procedures are seriously limited. In addition, he must be able to integrate the varied and complex activities in his organization into a balanced whole, capable of producing a unified product.

2. The Coordination of Government Policies and Programs

Ensuring unity of purpose and consistency of results in the myriad activities of the Federal Government is essential. Top-level career executives must understand and handle effectively relationships involved in achieving this end, including those with political executives, other bureaus and departments, the Executive Office, and the Congress.

3. The Relationship of Government to Society and the Economy

There is a continuing need for men in executive positions who can relate the activities under their direction to the interests of the society and the principles of the government they serve. They must be sensitive to the environment in which their organization and programs operate and to the varied implications of governmental policy and action. Most important, they must be devoted to the realization of the purposes of democratic government and the conservation of its essential principles and forms.

Each Conference will probe all of these areas, although there will be some variation in emphasis.

The Conferences will be conducted primarily through seminars and small work groups. Participants will devote most of their time to sharing ideas and experiences in discussions focused on problems in which they have a common interest. They will also read and discuss selected case studies, professional articles, books, and special background papers. Each discussion will be led by a qualified and experienced discussion leader.

Participants having special knowledge or experience will be invited to address the group. Although there will be no Conference faculty, as such, recognized and experienced authorities will be asked to serve as resource persons. In addition, distinguished leaders in government, business, or the university will be invited to deliver major addresses at each Conference.

Time and Place



The first Conference will begin on December 1, 1957, at the Williamsburg Lodge, Williamsburg, Virginia. Subsequent Conferences will be held at Williamsburg or a similar location relatively close to Washington, where participants will be free of interruptions and able to devote full time to the work of the Conference. The first Conference will extend for two weeks but subsequent Conferences may, in some instances, cover a longer period.

Williamsburg is a community of great historical interest. Colonial Williamsburg provides excellent accommodations and splendid facilities for recreation.

The Williamsburg Lodge offers suitable residential quarters, lounges, and study and conference rooms. Meals will usually be provided at the dining room in the Lodge, but to ensure variety of fare some will be served at the Williamsburg Inn, the King's Arms, Mrs. Campbell's, and Chowning's Tavern.

Participation in the Program

. . . of fundamental importance to the effectiveness of the Federal service is the continuing development of those individuals who serve in responsible managerial, professional, and specialized positions in the departments, agencies, and bureaus of the Federal government.

The Sixth American Assembly, 1954

Who May Participate

Career executives at grades GS-15 and above in the Federal Government will be eligible to attend. In addition, a limited number of individuals from universities, private industry and other fields will be invited to participate.

The heads of departments and agencies will assist in the selection of participants by nominating a limited number of executives who can best benefit from and contribute to the Conference. A final selection of participants to whom invitations will be extended will be made by The Brookings Institution, in order to ensure a proper balance of experience, departmental and program representation, and functional responsibility in the group.

Announcement of Conferences

An announcement of each Conference will be made well in advance of the date on which it begins. It will include a description of the program and of special Conference features, together with deadlines for nominations and related information.

Costs

No fees will be charged for attendance of the Conferences. Expenses related to travel, lodging, and meals will be borne by the individual or his agency.

Further information may be obtained by writing or calling William T. McDonald, who is Director of the Executive Conferences, at The Brookings Institution, NAtional 8-8940.

Foundations of the Conference Program

The Educational Program of The Brookings Institution

The Brookings Institution is named in honor of Robert Somers Brookings, who devoted himself and his fortune to education and public service. It was founded in 1927, bringing together the Institute for Government Research, the Institute of Economics, and the Robert Brookings Graduate School of Economics and Government. The program of the Institution emphasizes research, education, and publication in economics, government, and the other social sciences.

From the beginning, the Institution has been greatly interested in education for the public service. A program of studies leading to the Ph.D. degree was conducted from 1924 until 1936 and a fellowship program was continued until 1942 and resumed in 1955. Approximately 325 fellows attended the Institution and 74 Ph.D. degrees were granted. Many of the fellows have followed careers in government.

The Institution has sponsored special seminars and conferences on such topics as United States foreign policy, Presidential nominating politics, the economic outlook, and the role of big business and competition. In 1954, an annual series of Brookings Lectures was begun on research and policy questions. They have dealt with Economics and Public Policy (1954), Research Frontiers in Politics and Government (1955), and The Changing Environment of International Relations (1956).

Meanwhile, consideration was given to alternative ways of extending Brookings' activities in the area of public service education, in order to take full advantage of the opportunities arising from its location in Washington. Among the possibilities explored was an executive development program to aid the Federal service.

Recognizing the importance of building a sound program to meet the needs of top-level career executives, Brookings called together a small group of experienced persons to consider the problem early in 1954. Plans developed by this group were reviewed on two occasions by a group of assistant secretaries and career executives from throughout the government and by consultants and scholars with special interests in executive development. The proposal was then presented to the Ford Foundation, which made a grant for its fulfillment.

In its present form, the Conference program emphasizes a particular view of the executive's role and the qualifications he must have to fulfill it. These are briefly described in the next section.



The Qualifications of Government Executives

The essential continuity, neutrality, and depth of understanding required for efficient and effective governmental administration is achieved through its career executives. These men and women are engaged in complex programs which intimately and decisively influence the lives and fortunes of our own citizens and of others around the globe. Those who carry executive responsibility in this setting face significant intellectual demands, which require:

1. *Understanding of the organizational units within his agency and within the government, whose activities must be integrated to achieve his agency's objectives.*
2. *Knowledge of techniques and methods for directing, stimulating, and controlling the work of people in his organization and the ability to use that knowledge.*
3. *The vision to set goals and to stimulate the minds and liberate the energies of individuals throughout the organization.*
4. *A keen sense of horizontal coordination, which will enable him, in practice, to tie together the policies and programs of his own agency and to interpret persuasively its plans and activities to other units within the government and to outside groups.*
5. *The ability to think in public policy terms, to anticipate the effects of governmental action, and to formulate a comprehensive policy for an entire industry or the nation.*
6. *A political sense, which enables him to work within a political environment and to remain responsive and accountable to the interest of the public.*
7. *The perspective and judgment that assure sound decisions.*
8. *The catholic curiosity that will encourage the persistent enlargement of the individual's understanding of his organization, his function, and his accomplishments and thus provide the basis for improved action in the future.*

The Federal career system, which generally emphasizes specialization and encourages the development of careers within particular agencies, permits many able individuals to rise to executive positions without the general background and broad perspectives essential to their tasks. For the good of the public service, positive and workable methods must be found for ensuring that executives are fully qualified for their tasks and that additional persons capable of assuming executive positions are regularly available.

This Conference Series is designed to help meet this need. For a carefully selected group of key Federal officials, it offers a unique opportunity for personal development.

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Career personnel director, serving most recently as Executive Vice-Chairman of the Interagency Advisory Group, U. S. Civil Service Commission, and as Director of Departmental Civilian Personnel for the Navy Department. Past President of the Society for Personnel Administration.

Carl F. Stover, Research Associate.

Formerly Fiscal Management Officer in the Office of Budget and Finance, U. S. Department of Agriculture, and member of the political science faculty at Stanford University. Lecturer in the School of Government at The George Washington University.



ROBERT SOMERS BROOKINGS

Purpose and Policy

The purpose and policy of the Institution have been stated by the Board of Trustees as follows:

The Brookings Institution shall devote itself to the conduct and promotion of research, education, and publication primarily in the fields of economics and government. Its chief object shall be to advance knowledge and understanding of economic and political problems, both national and international, and of the courses of action that may be pursued for dealing with them. Its purpose in advancing knowledge and understanding is to facilitate the making of informed decisions in the public interest on matters of general concern.

To that end the Institution shall seek to advance the art and use of research and education as an aid in the development of sound policy, organization, and practices in economic and governmental affairs.

The Institution shall carry out these purposes in a thoroughly objective, nonpartisan and independent manner, according to the recognized standards of scholarship. Its activities shall be designed to serve the general welfare and not the special interests of any economic, political, or other group in society.

